

(8)

cally-flat start-up to a company with around 2,000 employees. Through this process, in brought in layers of senior vice-presidents, vice-presidents, senior directors, directors, and managers. The company made a transition when it moved its focus from website to mobile. Through this year, Flipkart has inorganically added to its senior leadership and also promoted several insiders to leadership roles. Experts believe that Flipkart's decision to remain open to evolution in organisational structure is in the right direction as it is very important for an industry like e-commerce, which is in its early stages. The need for agility at Flipkart is also triggered by the fact that technology adoption in India is evolving rapidly. Calling it a "venture capital-drive human resource model". B S Murthy of Human Capital Consulting says this need for flexibility and openness to changing organisational structure is driven to a great extent due to the venture capital (VC) investors, who have a liking for mergers and acquisitions and thus like agile structures.) Source : Business Standard. Nov. 29,2014.

MS-3088

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(Printed Pages 8)

Roll No. _____

MS-3088

M.B.A. (Fourth Semester)

Examination, 2015

Corporate Evolution and Strategic
Management
(CP-401)

Time Allowed : Three Hours] [Maximum Marks : 70

Note : Answer Five questions in all. Question No.1 is Compulsory. In addition attempt one question from each unit.

1. Read the attached excerpts about Flipkart and answer the following questions: 7.5 × 4
 - (a) Explain the rationale for the choice of Governance mode and organisation structure FlipKart has presently adopted.
 - (b) What attributes of Flipkart can you associate with to be reflective of a learning and organic structure.
 - (c) How does strategy and structural con-

P.T.O.

(2)

siderations affect the culture of the company.

- (d) Explain the strategic role of promoters in shaping the success of the company.

Unit - I

2. (a) Strategy implementation is essentially management of change. Do you agree? Explain 5×2
- (b) Outline a preliminary survey to diagnose the execution capability of your organization.
3. "Every strategy is grounded in its own set of internal capability success factors and value chain activities. In this light discuss ways to match organization structure to strategy. 10

Unit - II

4. (a) How resourcing systems and control systems influence core processes of any organization. 5×2
- (b) Why are personal values and business ethics especially important to strategist?
5. (a) Discuss any two of the following in the light of securing behavioral implementation:
- (i) Instituting policies and procedures

MS-3088

(7)

Singapore, although it exists as an independent entity in which around 62% is held by the bansals and about 33% by Tiger Global Management. The ownership of FPL Singapore largely rests with Tiger Global. Accel Partners. Naspers and the Bansals. Tiger Global, the US-based hedge fund that holds close to 30% in the parent company, has two seats on the board.) Source: http://www.livemint.com/Companies/VXr80JzNJ4daOYSO5wNETN/Inside-Flipkarts-complex-structure.html?utm_source=copy

(Flipkart has been aggressively hiring top-level talent for the past several months. With nine senior vice-presidents and 14 vice-presidents in place, the Bengaluru-based company appears to have built a strong foundation for rapid growth in the sector, in the absence of any example the company plans to depend on experimentation and learning and allow its organisation structure to evolve. As per company spokesperson the fast rate of technology change requires companies to remain agile and change rapidly in the past. Flipkart has made several organisational changes. For example, the firm moved from being a hierarchi-

MS-3088

P.T.O.

(4)

9. Discuss the managerial issues involved in:

5 × 2

- (a) International strategic alliances
- (b) Cross border mergers and acquisitions

Excerpts for Question 1

(Seven years ago when Sachin Bansal and Binny Bansal set up Flipkart online Services Pvt. Ltd which owned Flipkart. Com and sold books directly to consumers., business was relatively simple, and so was the company's corporate structure. Flipkart. com now is the country's largest e-commerce site, worth \$7 billion, has attracted as much as \$1.8 billion from investors, sells all kinds of products and employs more than 20,000 people. Flipkart Online Services, no longer does any significant business for Flipkart. Since India bans foreign direct investment (FDI) in online retail, Flipkart has devised a complicated set of many interconnected and independent entities to build an integrated e-commerce business. (Source: http://www.livemint.com/Companies/VXr80JzNJ4daOYSO5wNETN/Inside-Flipkarts-complex-structure.html?utm_source=copy) It is interesting to see the business model of Flipkart. It sources goods from manufactures

MS-3088

(5)

and sells those goods to many of its third-party sellers. These third party sellers offer those products to retailers.. Flipkart provides the technology platform, logistics services and takes a commission on every sale on its site. According to Stephen Chen (2001) this digital function platform (DFP) supports business processes across multiple value chains through which autonomous value chains are able to collaborate and combine their offerings more efficiently. These interlinked digital value chains facilitate new organisation structure which can be termed as Value based organisation (VBO) (Today, after nearly six rounds of investments from more than 15 investors and several acquisitions, Most of Flipkart's entities finally lead to the ultimate holding entity. Flipkart Pvt. Ltd (FPL), which was set up in October 2011 in Singapore, There are three entities registered in Singapore as 100% subsidiaries of FPL: Flipkart Marketplace Pvt. Ltd, Flipkart Logistics Pvt. Ltd and Flipkart Payment Pvt. Ltd. These companies. in turn, hold stakes in five Indian entities: Flipkart India Pvt. Ltd the whole-sale cash-and-carry entity; Flipkart Internet Pvt. Ltd, Which owns Flipkart. com and pro-

MS-3088

P.T.O.

(6)

vides technology platform to e-commerce companies; Digital Media Pvt. Ltd. currently a dormant company, formerly known as Digital Marketplace pvt. Ltd. : Digital Management Services Pvt. Ltd. that ran Letsbuy.com : and Flipkart Payment Gateway Services Pvt. Ltd. which ran payments product payzippy and is currently in middle of restructuring its operations and will continue to focus on payment services. This structure traces its roots back to late 2008, when the Bansals first went looking for investors to pump money into their business. Since FDI wasn't allowed in direct online retail, the company had to be restructured to accommodate foreign money. So, in June 2009, a few months before they received their first investment of \$1 million from Accel Partners, the Bansals set up WS Retail as the company's consumer facing entity and Flipkart Online Services (FOS) was turned into a wholesale cash-and-carry business. But this structure, too, did not last very long. In 2011, FOS sold its entire business (brand, technology, employees and business contract) to Flipkart India Pvt. Ltd. Today, FOS is not even a part of the ultimate holding company Flipkart

MS-3088

(3)

- (ii) Instituting best practices and continuous improvement
- (iii) Tying rewards and incentives to strategy execution. 2.5×2
- (b) What aspects do Production plans and policies cover. Why are these plans and policies significant for strategy implementation? $2.5 + 2.5$

Unit - III

- 6. (a) Why is the concept of leader-manager so essential for strategy execution? Explain
- (b) Bring out the differences between strategic and operational control. 5×2
- 7. (a) How will you strengthen your strategic execution with clear performance targets? 5×2
- (b) Enumerate the contemporary operational effectiveness techniques in the domain of productivity, people, pace and processes.

Unit - IV

- 8. (a) Outline the international entry modes firm adopts to enter international markets.
- (b) Explain with examples the term 'Glocalisation'. 5×2

MS-3088

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